

## ABSTRACT

*Umima, established on August 3, 2020, is a premier shoe care service located at Jl. Margacinta No 132, Bandung, West Java. Founded by three entrepreneurs, Umima offers a variety of shoe cleaning services including Mild, Medium Hard, and specialized treatments such as Re-Whitening and Unyellowing. The company also provides Painting Service and free pick-up and delivery to enhance customer convenience. Targeting young adults aged 18 to 30 who are passionate about shoe care, Umima's diverse offerings have yet to meet their sales goals for 2023, primarily due to ineffective marketing and limited human resources. Addressing these challenges is crucial for Umima's future growth. The main customer segment for Umima's shoe cleaning services includes residents of Bandung City and Regency, both men and women aged 15 to 45. According to interviews with the owner, Umima is known for its high-quality cleaning, which is key to boosting customer satisfaction, along with affordable pricing. To attract customers, Umima relies on word-of-mouth marketing and social media platforms like Instagram. To retain customers, the company offers a highly popular free pick-up and delivery service. Umima's revenue comes from shoe cleaning services, supported by an offline store and a team of three employees who handle daily operations, including purchasing cleaning supplies, washing shoes, and managing pick-up and delivery. Based on the SWOT Cartesian diagram, the value proposition scores for Strengths and Weaknesses are -0.41, and for Opportunities and Threats, -0.37. This places the value proposition in the W-T quadrant, indicating that Umima needs to minimize weaknesses and avoid threats by implementing strategies focused on its value proposition. The study employed a business model canvas approach, identifying Umima's existing business model, customer profile, business environment, and SWOT analysis. The results led to a proposed development of the business model canvas for Umima, including adding new partners such as a plastic packaging supplier, enhancing activities like shoe cleaning and online marketing, and expanding service options and speed. These proposals aim to improve operational efficiency and broaden Umima's market reach.*

*Keywords: Umima, Shoes, Business Model Canvas, SWOT Analysis*